4.1.2 – Service Strategy SMM 4.1.2 – Service Strategy Outlines required processes and activities to follow ensuring new, modified, or retired service assets can be planned and managed efficiently and effectively to meet COV expectations, its agencies, and VITA as documented in the service Sets the direction, objectives, and policies for the other lifecycle stages. ifecycle stages based on the ITIL framework. Service Strategy's purpose is to define the perspective, position, plans, and patterns a service provider needs to execute and meet VITA and supported COV agencies' business outcomes. Objectives include providing: 1) An understanding of what strategy 2) A clear identification of the definition of services and the customers who use them; 3) The ability to define how value is created and delivered; 4) A means to identify opportunities to provide services and how to exploit them; 5) A clear service provision model, that articulates how services will be elivered and funded, and to whom they will be delivered and for what purpose; 6) The means to understand the organization of how service assets are used to deliver services, and how to optimize their performance. Strategy scope covers principles and processes of Service Management and how these principles are applied consistently to the Management of IT Services. There are several aspects to Service Strategy: 1) Defining a strategy for VITA to deliver services to meet the commonwealth agencies' business outcomes; 2) Defining a strategy for how to manage VITA services; 3) Focusing on delivering outcomes and services that meet customer requirements. SMM 4.1.2.1 – Strategy Generation and Management (SGM) Strategy Generation and Management (SGM) is a key starting point for enhancing Virginia's service to its citizens. SGM objectives for IT services are to: 1) Analyze the internal and external environments in which VITA exists, to identify opportunities that will benefit the Commonwealth. 2) Identify constraints that might prevent the achievement of business outcomes, the delivery of services or the management of services; and define how those constraints can be removed or their effects reduced. 3) Agree on VITA and the MSI's vision and mission statements. and conduct periodic reviews to ensure continued elevance. This results in a clear statement of VITA and the MSI's vision and mission for IT services to the Commonwealth. 4) Establish VITA's position relative to Commonwealth. 4) Establish VITA's position relative to Commonwealth. 3 maintain competitive services. 5) Produce and maintain strategy planning documents and ensure that all relevant stakeholders have updated copies of the appropriate documents. This includes the IT Strategy, the Service Management Strategy and the Strategy Plans for each service where appropriate. 6) Ensure that strategic plans have been translated into tactical and operational plans for each organizational unit that is expected to deliver on the strategies and related documents, ensuring that strategies keep pace with changes to the internal and external environments. IT services SGM is the process of defining and maintaining perspective, position, plans, and patterns with regard to its services and the management of those services and the management of those services and the management of those services. strategy is derived from the business strategy, it also provides validation of the commonwealth's business strategy. The IT strategy determines whether a strategic objective is technologically possible, and what level of investment would be required to meet that objective. VITA or the agency is then able to lecide on whether the objective is included and at what priority. Strategy Generation and Management Interfaces Diagram Strategy Generation and Management Process **Procedure 4.0 – Determine Perspective for Vision Procedure 7.0 – Adopt Patterns of Action** Procedure 1.0 - Analyze Internal Factors **Procedure 5.0 – Form a Position for Policies** Procedure 8.0 - Document the Service Strategy Procedure 3.0 - Establish Objectives Technology Procedure 6.0 - Craft a Plan Services SMM 4.1.2.2 – IT Technology Planning Two separate processes dealing with innovation: 1) IT Technology Planning (this document) focuses on technology innovation; 2) Technical Innovation (SMM 4.1.6.5) focuses on service innovation. IT technology planning's scope is IT Infrastructure and SW in the MSI for VITA and COV Agencies. The MSI facilitates the IT technology planning approach by continually updating plans (i.e., Applies to all ITISP service delivery under the Master Services Agreement (MSA) within VITA. IT Technology Planning addresses the question of where should VITA and the Commonwealth Agencies go next. oadmaps) that lay out technology-based projects in a visual schedule format. These maps identify key dependencies, trends, and decision points that are used to proactively support and inform the Technology Governance process. They depict interconnectivities within technology areas (e.g., products, The MSI will complete and deliver a full set of technology roadmaps and plans annually, review them in an annual technology event, and provide VITA with semi-annual tandards, emerging technologies) and are essential for understanding how a change in one project or technology area affects other areas. chnology plan briefings. The Technology Plan includes an implementation plan. Procedure 4.0 – Determine the Service Efficiencies Procedure 2.0 - Determine the Technical Advances **Technical Planning Process Technology Planning Interfaces Diagram** 3.0 Determine the Determine the Technical Technical Currency and Evolutions Refresh Plan New Service Porposals 3.0 Determine the lect Changes Research Advance Technical Evolutions Continuous Service Improvement Procedure 1.0 - Determine the Technical Currency and Refresh Plan Procedure 3.0 – Determine the Technical Evolutions **Procedure 5.0 – Produce the Technology Plan** 2.0 Determine the Determine the Technical Advances Efficiencies Support Establishment of the IT Service Strategy and Roadmap Determine Estimate each Create the Solicit Input Service **Target State** Efficiencies Maintain and Track the IT Strategy and Roadmap Operational Lessons Learned Continual Service Improvement SMM 4.1.2.3 – Information Technology Financial Management (ITFM) To secure appropriate levels of funding to design, develop, and deliver services meeting Virginia Information Technologies Agency (VITA) and its customers (agencies of the commonwealth of Virginia) strategies. ITFM identifies the balance between the cost and quality of services while maintaining the balance of supply and demand between service providers and their customers. ITFM objectives include: 1) Defining and maintaining a framework to identify, manage and communicate the cost of providing services; 2) Evaluating the financial impact of new or changed strategies on the service provider; 3) Securing funding to manage the provision of services; 4) Facilitating good stewardship of service and customer assets to ensure the organization management and knowledge management; 5) Managing and reporting expenditure on service rovision on behalf of the organization's stakeholders; 6) Executing the financial policies and practices in the provision of services; 8) Forecasting the financial requirements for the organization to be able to meet its service ITFM scope includes: 1) Automated import of electronic vendor billing data from invoices and/or from the existing VITA general ledger system; 2) Discrete correlation of Customer request data within the SMS to the commitments to its customers, and compliance with regulatory and legislative requirements. uppliers' invoices ensuring Customers are only billed for services and resources for which an auditable request has been approved; 3) Fully interactive views and analytics for authorized Users of the invoice and financial data via the web-based IT Finance portal that supports comparative analysis of budgets, previous trends, and forecasts on an item-by-item basis; 4) Drill-down capabilities to view costs for overall services, individual systems and components, and direct correlation to specific IT assets and configuration items; 5) Comprehensive documentation and justification for all IT charges, with the ability to erform "what-if" analysis relative to previous and future IT resource consumption; 6) Integration with SAIC Cloud Brokerage automation for the tracking of Customer-requested, cloud-based resources from Third Party Vendors. ITFM plays a translational role between VITA financial systems and service nanagement. The result of a service-oriented accounting function is that far greater detail and understanding is achieved regarding service provision and consumption, and the generation of data that feeds directly into the planning process. The scope of financial management covers these three processes accounting, budgeting, and charging) across two distinct cycles – planning and operations. Accounting Regulatory Service contract, Business requirements (DOA, Enterprise Financial Service Management Service knowledge customer, Relationship Determine costs Strategy DBP, state-wide Management Policies Processes application and management system Cost types Management Management policies, etc.) project portfolios andelements process Determine financial Cost Centers Chart of Analysis and Financial management of IT Services Action Plans Measures on value Accounts Reporting objectives of and cost units of services organization Accounting classification Cost types and elements Various options Define cost IT Financial Service Portfolio Capacity of technology & model, Management Management Management accounting & Cost Centers Chart of Analysis and Budgeting performance Cost Model budget systems Accounts Reporting and cost units Analysis of previous budget Cost Financial data classification Cost and Specification of about assets & Budget(s) changes to funding income Determines the configuration and spending estimation or requirements Budgeting of change Assessments of plans Change Analysis of previous Management Service Asset & budget Configuration Management Charging Specification of Cost and changes to funding income Budget(s) and spending estimation Decide Charging Assessments of plans chargeable policies items Charging Decide Charging chargeable Business Impact Cost Optimization Service Valuation Compliance Analysis SMM 4.1.2.4 – Service Portfolio Management (SVPM) Financial Management secures the appropriate level of funding to design, develop, and deliver services that meet the strategies of Virginia Information Technologies Agency (VITA) and its executive branch customers (agencies of the Commonwealth of Virginia). Ensures VITA offers the right mix of services to lance investment in IT with the ability to meet or exceed the desires of COV agencies and citizens. SVPM clearly defines services, and links them to the achievement of business outcomes to enable design, transition, and operation activities are aligned to service value. **SVPM** process business pjectives: 1) Provide a process and mechanisms to enable VITA to investigate and decide on which services to provide, based on an analysis of the potential return and acceptable level of risk. 2) Maintain the definitive portfolio of services provided, aligned to the business needs each service meets and the usiness outcomes it supports. 3) Provide a mechanism for VITA and other COV agencies to evaluate how services enable them to achieve their strategy, and to respond to changes in their internal or external environments. 4) Facilitate which services are offered, and collaborate with the VITA counterpart to letermine under what conditions and at what level of investment. 5) Track the investment in services throughout their lifecycle, thus enabling VITA to evaluate its strategy, as well as its ability to execute against that strategy. 6) Analyze which services are no longer viable and recommend to VITA when they should SVPM process' scope includes the processes, systems, and functions to SVPM related activities. SVPM scope is to manage the lifecycle of all services VITA offers and delivers to COV agencies and citizens. A key SVPM process component is knowing the value each service generates. lence, the scope of SVPM includes tracking investments, aligning costs to service utilization, and then comparing results to desired business outcomes and industry benchmarks. Additionally, SVPM evaluates the value of services throughout their lifecycles, and enables VITA to compare the value of new ervices vis-à-vis the value of the retired services they replaced. Service Portfolio Management Interfaces Diagram A Service's Lifecycle using the MSI SVPM Process & Related Interfaces Process initiation Continual Business Other service relationship service management management Request management improvement processes Service Catalog & Service Transition Service Portfolio Management SMM 4.1.2.4 Demand Service Pipeline Fulfilment Demand Supplier Program Management SMM 4.1.1 Management ITIL Service Strategy SMM 4.1.2 (RQFL) Management Knowledge (SMM 4.1.2.5) Change Management SMM 4.1.4.1 Managemen (DMDM) Request from Service Service (SUPM) Management Strategic Service Service improvement plan initiative business suggestion (KNGM) Design Catalog CMDB Components Managemen Retire (SVCM) Capacity (CAPM) & Service Asset 8 service? Configuration Availability IT Service Managemen VITA Service Owner & Security & Risk Managemen^a Continuity involved in reviewing Management VITA SPLM Forum SMM 4.1.4.4 Phase 2 (AVLM) all new Service approve all Service Service, contract, Management request completed here Retirements Define service, customer, Define impact on (ITSCM) Service Portfolio customers, application and service portfolio business outcomes Management (SVPM) Information project portfolios Business Security Relationship Management Service Portfolio Management Process Managemen (SECM) Define impact on Define service service model Interface SVPM Continual Service Asset Service Level Service Change Service portfolio Analyse investments, Management Improvemen review (service Configuration Management value and priorities architecture board) (SVLM) / (CSI) / Procedure 1.0 - Define Management (CHGM) Financial Service Strategy (SACM) ITIL Service Management Validation 8 Management Articulate value Operations Project (FMIS) (SMIS) proposition Testing Processes portfolio (SVVT) Business case Service charter High Level SVPM Function within MSI / ITIL End of SVPM Service feasible or service to be retired? Service design Coordinates Strategy Planning and transition Procedure 2.0 - Analyze Sessions & Confirms -Components VITA Requirements Service Portfo Change proposal More information is required-Track progress and Communicate Ensures Service Design Package delivers update service with Business Outcomes desired by COV Customers stakeholders portfolio Change management Communicates Implementation Progress to COV Customers VITA VITA Service Owner / Security Notify stakeholders MSI SVPM / MSI Change proposal Service Ensures Services are meeting Customer expectations & Risk and update service Architecture Service authorized? successful? and delivering the required level of capabilities — Review portfolio to enable the COV Customers in their duties Service Operation Frequently collaborate with Continual Service Improvement Procedure 3.0 - Approve to identify for opportunities to improve, gaps opportunities to improve efficiency of the Services within the Service Portfolio Service Analyze Services Define SMM 4.1.2.2 Business Cases Coordinates Service Retirement activities & communicates progress to COV Customers Service Retirement Financial Planning & orecasting SMM 5.1.3 Demand Management SMM 4.1.2.5 Transition Retirement Transition Initiation Design Planning Record & Related Coordination Record & Related nteraction with the other components of Service Strategy (SMM 4.1.2) Value Proposition Analyze Phase 4 Phase 2 Phase 3 Phase 5 Prioritization Document service in Service Chartering Process - Procedure 4.0 - Charter service catalog Testing Impacts - financial, Impact analysis Execute training plan Communication Customer value Communications 4.4 Service Portfolio SLA contracts, licenses Procedure Transition to Service catalog Complete business Ordering process 3.0 - Approve operations interaction with the Rate development Initial service strategy . Identify risks, issues, . Communication plan Service Catalog Management Process (SMM 4.1.3.2) Change Proposal Consolidated analysis requirements Approve Create & Maintain Draft Implementation Complete Charter Authorization Service Catalog Entry ice Owner & SPL documentation VAR Approval 4.6 VITA Security & Risk Part 1 UDS (Usage details Service Transitioned to Operations specification) Information Security Management Service Level Package for Service MOU (if applicable) Chartering Management / Service Supplier Management / STS 4.7 Validation & Testing Service Retirement **Business Readiness Assessment in Tool** Change Management / Release & Capacity Management Deployment Management Communication Charter Availability Management Service Asset & Configuration END Resource Allocation Management IT Service Continuity **Business Readiness** Management Knowledge Management Training Plan Click here to insert a hyperlink Enter URL of Training Plan if one is required System Availability has been confirmed with a Pilot Existing systems can support the throughput of the new service New Service can accommodate all VITA Customers Business Repainess Rate unit, cost proposal, and all supporting financial analysis are complete All communications ready for distribution Function SLM Input → **Functional Output** Customer Solutions Business Requirements Detailed customer requirements mplementation Plan Approved by Business Readine with potential for traceability. This New Service submission is awaiting Implementation Plan Review. Confirm requirements have been Reject Revise Requirements Revise Implementation Plan Approve Finance and Billing Technical details, SWAG, Business Detailed financial analysis, rate Case (includes impacts), unit, cost recovery, billing profile, Requirements, UDS Business Readiness Assessment Technical details, SWAG, Business Contract Impact Analysis, Contract Contracts Case (includes impacts), Amendment, risks/issues Requirements SPLM will notify you via an automated alert Technical details, SWAG, Business Legal Analysis, Legal mitigation Legal when Business Readiness Assessment is Case (includes impacts), plan, Procedure Modification, scheduled. You are expected to attend and Requirements Security Technical details, Requirements Security Analysis, Security Review service artifacts Assess gaps Ordering Ordering Requirements Customer Ordering Process Identify Risks and Impediments Communications Draft VITA "ready" communication Communications Complete SDP (tech. details, **Business Readiness** Readiness feedback and mitigation requirements, ordering process, plan, readiness decision, consolidated analysis, rates, FAQs, communication drafts to customers, help desk scripts) implementation plan review Service Transition to Operations Date Business Readiness Assessment How do you participate? Easy as 1..2..3 Service Lifecycle Management Virginia Information Technologies Agency Virginia Information Technologies Agency 1. All service requests go to Vita Onestop mailbox. SPLM will notify you via an automated alert Participants **Recap of Service Initiation** Service owner works with customer solutions on when Business Readiness Assessment is Service Design Package (SDP) initiation of a service. scheduled. You are expected to attend and Service life cycle process manager Customer account managers Customer Solutions will be the intake point for customer participate. requests for services (new, changes to and retirement of Service Design Package includes all artifacts and knowledge - Customer solutions Service owners 2. Service owners owns content for each service in existing services) and will enter the Service Name and Review service artifacts that support the service. Description into the SPLM tool Service Portfolio and Service Catalog Assess gaps Finance - Customers Identify Risks and Impediments Service Owner completes business requirements and Service Description attaches them to the initial SPLM screen Use the VITA Service Portfolio to get relevant **Business readiness** - Executive team (ET) FAQ (Frequently Asked Questions) 3. Service owner will provide all details for service proposal service information and status for service requests and service change requests - Communications -Legal and legislative services Contracts 4. All information provided in this phase will determine the Application/Server/System information Service Transition to Operations Date quality of the service analysis and artifacts 4. Contact us with questions or feedback RU (resource unit) - Service management group Security Services or Service Changes are prioritized ONLY "after" this process step - Lead time=2 months Communications Suppliers 6. SMG is responsible for assessing gaps in the proposal SMM 4.1.2.5 – Demand Management bjectives are to: 1) Encourage VITA Customers to make effective use of the services provided by MSI and reporting predicted and actual consumption data consump om the STSs. 4) Report STS business activity patterns to VITA focusing on identifying trends and risks that may cause service failures; trend analysis to be delivered monthly and include seasonal or annual trending analysis. 5) Further integrate with STSs in order to identify and resolved to ide ver- or under-utilization issues in a quicker manner. 7) Establish demand forecasting process for customer experiences or meet a currently unmet customer experiences or products on potential new or changed services or products or products. 8) Identify new development opportunities where MSI/STS offered services or products or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services or products. 8) Identify new development opportunities where MSI/STS offered services o here a designed and standard service does not exist today in the service catalog. Demand Management's scope includes the processes, systems, and functions to process related activities include: 1) Identifying user profiles and analyzing their service usage patterns of business activity associated with MSI/STS offered services. 3) Identifying user profiles and analyzing their service usage patterns of business activity associated with MSI/STS offered services. 3) Identifying user profiles and analyzing their service usage patterns if trend analysis shows a potentially neficial shift in user behavior. 4) Identifying, agreeing, and implementing measures to influence demand. This is sometimes called the 'management of demand'; this could be in situations where a new service has been launched and IT wishes to encourage users to use it more; also, it could be used to duce demand in peak utilization times and shift it to less active times – thus more efficiently balancing overall utilization levels. **Demand Management Process Demand Management Procedure 1.0 – Identify Sources Demand Management Procedure 2.0 – Analyze PBAs Demand Management Process Interfaces Diagram** Capacity Demand Managemen 4.1.2.5 4.1.3.6 Request Management and Fulfillment 4.1.5.5 **Demand Management Procedure 4.0 – Identify Demand Demand Management Procedure 3.0 – Associate UPs** Present demand UPs Analyze Service utilization Service consumption PBAs produces demand consumes capacity Respond with supply SMM 4.1.2.6 – Business Relationship Management BRM's process purpose is three-fold: 1) To establish and maintain a business relationship between service providers and the customer heeds and ensure the service provider is able to meet these business needs as they BRM objectives include: 1) Facilitating access to services for customers; 2) Ensuring the service provider understands the customer's perspective of service, and is able to prioritize its services and service assets appropriately; 3) change; 3) To ensure the delivered IT services meet customer needs. Ensuring high levels of customer satisfaction, indicating the service provider is meeting customer requirements; 4) Establishing and maintaining constructive relationships between the service provider and the customer based on understanding the customer and their business drivers; 5) Identifying customer environment changes and/or technology trends that could potentially impact the type, level, or utilization of services or changes to existing services; 7) Ensuring the service provider is meeting the customer's IT needs; 8) Mediating conflicting requirements for services from different business units; 9) Facilitating processes for formal complaints and escalating for the customer. BRM is the primary process for communication with customers for all towers in the MSI model. BRM focuses on understanding how services meet customer To achieve this, the BRM process must focus on understanding and communicating: 1) Business outcomes the customer, and the way in which they are used by the customer; 3) The way in which services are currently offered, ncluding who is responsible for the services, what levels of service have been agreed upon, the quality of services with the customer, and the nature of that impact; 5) Levels of customer satisfaction with services, and hat current action plans to deal with the causes of dissatisfaction; 6) Optimizing future services; 7) How the service provider is represented to the customer, which at times means raising concerns around commitments the business made to IT but is not meeting. **Business Relationship Management Interfaces Diagram**

Business Relationship Management Process Procedure 2.0 – Develop and Maintain Customer Relationships Procedure 3.0 – Document Requirements Procedure 1.0 - Assign CAM and MSI BRM

